

CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
FRIDAY, DECEMBER 6, 1992

CAFC-92-09M

Present:

Members:

C. A. Ross, Chair
D. Acland (Acco. and MBA), A. Ahmad (Fina.), A. Anastasopoulos (Econ.)
K. Argheyd (Mana.), B. Barbieri (Mktg.), C. Bayne (DS&MIS), U. de Brentani
(Assoc. Dean), A. A. Bulgak (Mech. Eng.), J. Dracontaidis (CASA),
C. Draimin (Assoc. Dean), G. Edwards (CASA), V. Fragiskos (CASA),
M. Franklin (Mana.), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), R. Hall
(CASA), A. Hochstein (Fina.), S. Hoffman (Lib.), N. Kaminaris (CASA),
R. Hall (CASA), V. H. Kirpalani (Mktg.), G. Martin (Comp. Sci.), B. MacKay
(VRA), D. Morin (DS&MIS), D. Otchere (Econ.), L. Prendergast (Reg.),
G. S. Rajan (Mana.), G. Riccio (CASA), L. Shanker (Fina.), M. Sharma
(DS&MIS), S. Tamas (PT Faculty), T. J. Tomberlin (DS&MIS), R. O. Wills
(Assoc. Dean)

Guests:

M. Cohen (VR, IR&F), K. C. Dhawan (Mktg.), C. Hyde (Adv.), M. Ibrahim
(Acco.), B. Koltoff (CIBA), P. Pitsiladis (Mana.), P. Regimbald (Liaison)

**Absent
with**

Regrets:

K. F. Gheyara, G. Kanaan, M. Kusy

I

Call to Order

The meeting was called to order at 09:35.

II

Closed Meeting

There were no items on the agenda for a closed meeting.

III

Open Meeting

IV

Approval of the Agenda - CAFC-92-09A

The Chair introduced M. Cohen, Vice-Rector, Institutional Relations and Finance, and C. Hyde, Director, University Advancement. It was agreed that item XII(1) Capital Campaign - Draft Table of Needs be presented to Faculty Council prior to item VI, The Chair's Remarks and Question Period.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY J. HALL THAT
THE AGENDA, CAFC-92-09A, BE APPROVED AS AMENDED.

THE MOTION WAS CARRIED.

V Approval of Minutes of Previous Meetings - CAFC-92-07M and CAFC-92-08M

The minutes of the meeting held Monday, October 19, 1992, CAFC-92-07M were approved with the following additions to the attendance listing: B. Barbieri and G. S. Rajan. It was noted that B. Barbieri was concerned that the sentence on page 7 page, paragraph 4, which reads: "It was stressed that most DS&MIS and Marketing classes are currently 100 capacity." may be misinterpreted to mean that most Marketing classes have enrolments of 100 students which, he emphasized, is not accurate. B. Barbieri stated that there are some Marketing classes with an enrolment of 100 students but most classes have enrolments of 50 or less.

The minutes of the meeting held Friday, November 6, 1992, CAFC-92-08M, were approved with the following revision: page 12, second paragraph of the CGSA Report should read: "2nd floor" rather than "9th floor".

VI Chair's Remarks and Question Period

The Chair welcomed A. B. Ibrahim back to Council and announced the great success of the Graduate Diploma in Accountancy students in the 1992 Uniform Final Examinations: the highest in the Province of Quebec with an 87% pass rate compared to McGill's 58.6%, UQAM's 26%, HEC's 32% - the national overall pass rate: 54%. In addition, he announced that the second place in Quebec has been achieved by two Concordia students, Alberto Anelli and Salvatore Forgione. He further advised that the success rate for students who have attended the Summer School, which includes students from McGill and other Quebec universities, was 92%. Congratulations were extended to Gail Fayerman, Ron Boucher, Wendy Roscoe and all who have contributed to the excellent results of the programme.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. B. IBRAHIM THAT THE DEAN, ON BEHALF OF FACULTY COUNCIL, SEND A MESSAGE OF CONGRATULATIONS TO THE DEPARTMENT OF ACCOUNTANCY AND THE GRADUATE DIPLOMA IN ACCOUNTANCY PROGRAMME.

THE MOTION WAS CARRIED.

VII Business Arising from Previous Meeting

There was no business arising from the previous meeting.

VIII Report: Commerce Undergraduate Curriculum Committee

R. O. Wills reported that the committee is involved in the self-appraisal process for the undergraduate programme.

IX Report: Graduate Studies and Research

With respect to research, U. de Brentani reported that recent meetings with representatives from SSHRC and FCAR indicate that SSHRC is strongly

supporting team initiatives this year, a shift from the past where independent research was encouraged. She expressed concern that some loss of originality may be one of the costs of this method of research and that new, unestablished researchers may have difficulty in making a contribution to the joint effort. Developing team effort so that individuals can establish themselves and persuading the government to extend the eligibility for the Nouveaux Chercheurs programme from five years to ten years are being considered. In conclusion, U. de Brentani stated that given the current recessionary environment more emphasis needs to be placed on finding ways to provide financial support to graduate students.

X Reports from Faculty Representatives on University Committees

1. University Senate - There was no report.
2. Arts and Science Faculty Council - There was no report.
3. Senate Academic Planning and Priorities Committee
A. Hochstein reported that M. Cohen attended the last meeting to address concerns regarding the Capital Campaign Draft Table of Needs.
4. Senate Academic Programmes Committee
D. Morin reported that the committee considered the Capital Campaign Draft Table of Needs with a view to the priority of the enhancement of teaching.
5. Senate Research Committee
There was nothing to report.
6. Academic Services Committee - There was no report.
7. University Library Committee - There was no report.
8. Fellowships, Scholarships and Awards Sub-Committee
There was no report.
9. Sub-Committee on Academic Computer Policy
There was no report.
10. Computer Resources Committee - There was no report.
11. Board of Governors
P. Pitsiladis was granted speaking privileges and reported that at the October 21st meeting the Interim Policy on Temporary Suspension was adopted and at the November 18th meeting, the University financial statements were approved indicating a \$5.7M surplus in the operating budget as at May 31, 1992. He noted that the University has agreed with the government that the cumulative deficit of about \$42M will be reduced over a ten-year period - the \$5.7M will be

applied to the deficit and there will be nine more years of austerity. P. Pitsiladis further reported that the CAUT Interim Report on University Governance dated September 1992 which was distributed to members of the Board for information purposes created some puzzlement as to why this important report was not a topic for discussion. P. Pitsiladis also advised that the Board considered the MacLean's report and the Rector's response to the report. In conclusion he noted that the next Board meeting will deal with the budget which he will report on at the next Faculty Council meeting.

12. Council of Graduate Studies - There was no report.

13. Student Administrative Services

R. O. Wills advised that telephone registration is a priority item.

XI Reports from Student Associations

1. C.A.S.A. Report

N. Kaminaris announced that the following resolution was adopted at the last meeting of the CASA Board of Directors:

Whereas Professor Roland O. Wills, Associate Dean, Undergraduate Programmes and Student Affairs, has throughout his tenure at Concordia University, consistently shown dedication in the pursuit of superior academic achievement and the high quality of student life and

Whereas Professor R. O. Wills was, in that he was and still is the chief proponent of student representation on all University and Faculty committees and made it possible for students to have direct input into decisions which will affect them, consistently fought for the equitable and fair treatment of all students, regardless of race, gender, religion, sexual preference and financial background, been largely responsible for the high quality of the present Commerce and Administration programme at Concordia University;

Be it resolved that because of his outstanding contributions to past, present and future students of the Commerce and Administration Faculty at Concordia University, the new C.A.S.A. Computer Lab scheduled to be opened in January 1993 be named the R. O. Wills Computer Lab.

N. Kaminaris announced that the C.A.S.A. Christmas Basket Drive was very successful and thanked all who contributed. He announced that several C.A.S.A. Council members will not attend the January 8th Faculty Council meeting as they will be among the Commerce students representing the Faculty in Chicoutimi at the Annual Commerce Games. A big thank you was extended to all who helped, in particular, the departments of Finance and Accountancy.

2. C.G.S.A. Report
There was no report.

XII New Business

1. Capital Campaign - Draft Table of Needs (SCAPP 92-35-D3) - CAFC-92-09A-01, -01(A), -01(B), -01(C)

M. Cohen outlined the steps of the four to seven year capital campaign and explained that the draft table of needs is the result of the process of identification of needs and priorities. He stated that the draft may be adjusted after the next step which involves both feedback and a feasibility study to determine potential donor support. It was noted that 90% of the funds were contributed by 5% of the donor pool.

M. Cohen advised that the development of the table of needs began about two years ago with wide consultation throughout the University to attempt to determine the priorities for funds to be raised in 1998. With regard to the Faculty of Commerce and Administration, M. Cohen advised that after consultation with the Dean and the members of the Faculty Administrators' Committee last year a potential list of priorities was submitted. He noted that about half of the items submitted from all units of the University were costed at \$250M, however, based on comparisons with other universities, a realistic goal is a minimum of \$50M, a maximum of \$75M. With this in mind, the potential items were then divided into two units, those that would be accommodated if the campaign raised \$50M and those that would be accommodated if the \$75M goal were achieved. M. Cohen stated that, after further consultation, the list was condensed by attempting to bring common needs together - bricks and mortar, teaching and research, faculty specific needs, and University general needs.

With regard to buildings in the academic sector, M. Cohen stated that emphasis will be given firstly to a building for the Faculty of Commerce and Administration and secondly, to bringing together the Centre for Building Studies and the CONCAVE Research Centre in their own space. He explained that in negotiating for funding with the Quebec government for buildings and building maintenance, the current formula is - one-third of funds to be raised via the campaign, two-thirds to be allotted by the government. The third priority will be given the recreation and athletics facilities. With regard to the campus enhancement list, M. Cohen pointed out that the list is an

evolving list so that when funds are raised to cover one item, another item becomes priority.

M. Cohen stated that at this point it is not clear whether or not the Faculty of Commerce and Administration will obtain a new building, or, if it is a new building, whether it will incorporate Commerce and perhaps Engineering. He pointed out that the commitment is to ensure the visibility of the Faculty.

With regard to the general (non-building) category, M. Cohen stated that student financial support, both graduate and undergraduate, was universally identified as a priority item. With regard to the endowment policy, M. Cohen pointed out that the proposal provides for an average investment return of seven percent. In addition, he pointed out that the cost of the capital campaign must be paid for by funds raised and not from the operating budget - the norm is 5% - 7% of the campaign goal. M. Cohen noted that the plan is to use the interest from gifts on hand during the period of raising the funds so that when the goal is reached, both the gift and the income from the donation will be directed to the purpose for which the money was donated.

During the ensuing discussion period, the importance of obtaining a Commerce and Administration Faculty building was stressed. M. Cohen explained how designated funds and unrestricted funds are ultimately balanced and the role that faculty members can play in networking with identified potential donors. It was suggested that the proposed allocation for the enhancement of teaching and new programmes (approximately 2% of the total) be increased. It was noted that scholarships for students and library acquisitions can also be considered as a way of enhancing teaching. With regard to the proposed allotment for the renovation of the Centennial building, concern was expressed that so much would be invested in a building that is not situated on the Loyola Campus. In response to a question, M. Cohen advised that student residences were too high a priority to wait for funds from the campaign.

The Chair commented that much of the success in obtaining designated funds for the Faculty of Commerce and Administration building may rest with the effort of faculty members who have personal contacts among the potential donor list. It was noted that this effort during the last campaign did not result in the Faculty being situated in the McConnell building as originally proposed.

It was suggested that \$8M of the \$10M to be raised for the housing needs of the Faculty of Commerce and Administration and the Faculty of Engineering be designated to the Commerce Faculty. With reference to scholarships, concern was expressed about the disparity between the amount allocated to undergraduate scholarships compared to the amount for graduate scholarships.

The Chair and members of Council extended thanks to M. Cohen and C. Hyde.

XIII Other Business

1. Response to the Faculty Review Report - CAFC-92-09A-02

The Chair advised that the response is a summary of his feedback as well as feedback received from the various units in the Faculty from discussion of the Faculty Review Report which was distributed in October 1991.

IT WAS MOVED BY L. SHANKER AND SECONDED BY V. FRAGISKOS THAT FACULTY COUNCIL ACCEPT THE RESPONSE TO THE FACULTY REVIEW REPORT, CAFC-92-09A-02.

The Chair confirmed that the response has been forwarded to the Vice-Rector, Academic. It was pointed out that pages 7 - 11 appear to be a response to the Chairs' draft response - the appropriateness of responding to a second document rather than the original report was questioned.

During the ensuing discussion, it was noted that the responsibility for the academic planning seems unclear and it was suggested that the implementation of strategic academic planning be complemented by a Management by Objectives system for the decanal team, Chairs and Programme Directors. It was further suggested that a stronger emphasis be placed on ensuring equity in the Faculty. The creation of a strategic academic planning committee while maintaining the Faculty Academic Planning and Priorities Committee was questioned. In addition, setting up an Academic Planning Committee composed essentially from the members of the Faculty Administrators Committee while maintaining FAC caused some concern about the proliferation of committees in the Faculty. With respect to the appointment of an Associate Dean, Academic Programmes, concern was expressed about the role of the Associate Dean, Academic and Student Affairs vis-a-vis the Associate Dean, Undergraduate Programme. The proposal that the Associate Dean, Academic Programmes be situated on the Loyola Campus was also questioned inasmuch as the mandate includes all graduate programmes which are located downtown.. The hierarchy of the administrative structure was questioned - concern was expressed because the programme directors report to the Associate Dean while the Chairs report to the Dean, may be perceived as the programme directors being second-class citizens. Objection was made about referring to LTAs and part-time faculty as a single group. In addition, it was stated that the recommendation that LTAs should be encouraged to pursue doctoral studies was vague in that there was no reference to how this would be supported. The statement was also considered to be insensitive in light of the concerns raised by LTAs. It was suggested that rather than appointments for programme directors, a search or

alternate procedure which provides candidates with the opportunity to express their goals and intentions would be beneficial. The Chair explained that the proposed academic planning committee, chaired by the Associate Dean, Academic Programmes, would focus on pedagogical issues which would be complemented by the role of the Associate Dean, Research.

With regard to the role of FAPP, the Chair advised that he envisaged the committee would focus on the Faculty as a whole and the future role it can play in a rapidly changing world. He noted that both the administrative structure and the academic structure have been addressed. With regard to the appointment of the Associate Dean, Academic Programmes, the Chair advised that the role of the incumbent would be to stimulate discussions leading to change, the role of the Academic Programmes Committee would be a somewhat expanded version of that previously carried out by the Graduate Studies Committee but with a more proactive stance in terms of examining the environment, the curriculum and the programme and in dealing with the needs of the programme directors.

With respect to the separation of Chairs and programme directors in the reporting structure, the Chair explained that the Chairs often have to discuss administrative issues related to faculty members and the terms of the collective agreements which involve only the Chairs and the Dean. He pointed out that issues such as programming and scheduling of courses would fall within the realm of the Associate Dean, Academic Programmes.

With reference to ensuring equity in the Faculty, the Chair agreed that this is a critical issue and advised that the Faculty Equity Committee has been re-activated and a new Chair has been appointed.

As to concerns raised about the Associate Dean, Academic Programmes being situated on the Loyola Campus, the Chair empathized and stated that the intention was to make the Loyola Campus an integral part of the Faculty's operations. He advised that it is unlikely that the University administration would pay for the stipend of a fifth Associate Dean's position. He also noted that the Vice-Rector, Academic is situated on the Loyola Campus with an office downtown and suggested that it may be possible to have a downtown office for the Associate Dean, Academic Programmes as well.

The Chair advised that the statement about LTAs being encouraged to pursue doctoral degrees is a direct quote from the Faculty Review Report. He stated that it is hoped that the Faculty would have the resources, such as money, reduced teaching appointments etc., to allow the LTAs to enrol in doctoral studies.

The Chair agreed with the notion of institutionalizing a search or similar method for future appointments.

The report of the DS&MIS Department stressed the importance of (1) the Dean's activities external to the University - a strong presence in the business community, and (2) the establishment of a search process for programme directors.

The importance of raising the profile of programme directors was emphasized and it was suggested that the proposed Academic Programmes Committee could replace FAC and be chaired by the Dean.

The Chair strongly agreed that the Dean should make a strong presence in the external community, however, he did not agree that it would be useful for the Dean to Chair the proposed Academic Programmes Committee.

It was suggested that the original report was intended to facilitate an administrative strategy which may no longer be valid. The power to be attributed to the proposed Associate Dean, Academic Programmes was questioned.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY J. DRACONTAIDIS THAT THE RESPONSE TO THE REVIEW REPORT BE TABLED UNTIL THE NEXT MEETING OF FACULTY COUNCIL.

2. C.A.S.A. Motion regarding TBAs in undergraduate schedules - CAFC-92-09A-03

The following resolution was moved by N. Kaminaris and seconded by J. Drancontaidis:

WHEREAS ALL UNDERGRADUATE COURSE LISTINGS IN THE FACULTY ARE LISTED AS TBA; AND;

WHEREAS THE STUDENTS UNDERSTAND THE NEED FOR ADMINISTRATION FLEXIBILITY REGARDING COURSE ASSIGNMENT;

WHEREAS STUDENTS HAVE THE RIGHT TO KNOW WHICH PROFESSORS ARE TEACHING THE COURSES LISTED IN THE COURSE SCHEDULES, SO LONG AS SUCH PROFESSORS HAVE BEEN ASSIGNED TO TEACH THE COURSE BEFORE THE COURSE CALENDAR PRINTING DATE;

BE IT RESOLVED THAT THE TBA COURSE LISTINGS IN THE UNDERGRADUATE COURSE SCHEDULE BE GRADUALLY PHASED OUT AND THAT THE PROFESSORS' NAMES BE SHOWN.

Several administrative roadblocks were mentioned. It was noted that this had been agreed to by the members of FAC. It was understood that the listing of the professor's name is not a guarantee that the individual will ultimately teach the course.

THE MOTION WAS CARRIED.

3. **International Business Programme Report - CAFC-92-09A-04**

After being granted speaking privileges, K. C. Dhawan provided a brief summary of the contents of the report and distributed enrolment data for the programme for the years 1987 - 1991. In addition, a petition to the International Business Committee, which was discussed at the November 1992, meeting was circulated. He stated that as a result of the discussions several options for the future of the programme have been identified and department Chairs and the Dean and Associate Deans have been advised. An invitation to attend the next International Business meeting was extended to the all interested faculty and staff - the meeting will take place on January 15th, 1993 and the agenda will be devoted exclusively to the reorganization of the International Business Programme.

Council members applauded K. C. Dhawan.

Student concern was expressed about Faculty's interest in the future of the IBUS programme - the growing enrolment was perceived to be based solely on students' attraction to this critical area of business study.

It was emphasized that any proposed curriculum change will have to go through the self-appraisal process. The Self-Appraisal Committee has the mandate to review the entire undergraduate curriculum after which a report will be made to Faculty Council for approval.

R. O. Wills assumed the Chair replacing C. A. Ross.

4. **Proposed Mandate of the Faculty Council Steering Committee - CARC-92-09A-95**

This item was not discussed.

5. **Faculty Elections Procedures: Interim Report - CAFC-92-09A-06**

The report was not discussed.

IT WAS MOVED BY C. DRAIMIN AND SECONDED BY N. KAMINARIS THAT, IN ACCORDANCE, WITH ARTICLE 18 OF THE COLLECTIVE AGREEMENT A COMMITTEE OF THREE FULL-TIME FACULTY MEMBERS BE STRUCK TO SUPERVISE THE ELECTIONS OF THE 1993 FACULTY TENURE COMMITTEE.

The following faculty members were elected to serve on the 1993 Faculty Tenure Elections Committee: M. Sharma, B. Barbieri, K. Argheyd.

The meeting was adjourned at 12:40.

XIV Next Meeting

The next meeting of Faculty Council will take place on Friday, January 8, 1993 in room GM403-2. The meeting will begin at 09:30.